Competition, War & Transformation

Interagency Framework for Operational Planning and Force Development

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Purpose & Agenda

Purpose

- **Discuss concept elements which are missing or not fully developed in current JOpsC family of concepts**

Agenda

- **Freedom of Action**
- **Dimensions of Competition**
- **Fires & Maneuver**
- **Principles of War**
- **Legitimacy**
- **Definitions**
- **Principles of Transformation**
- **Sense-Making**

War is the Ultimate Expression of Competition.

To What Ends Do We Compete?

Freedom of Action

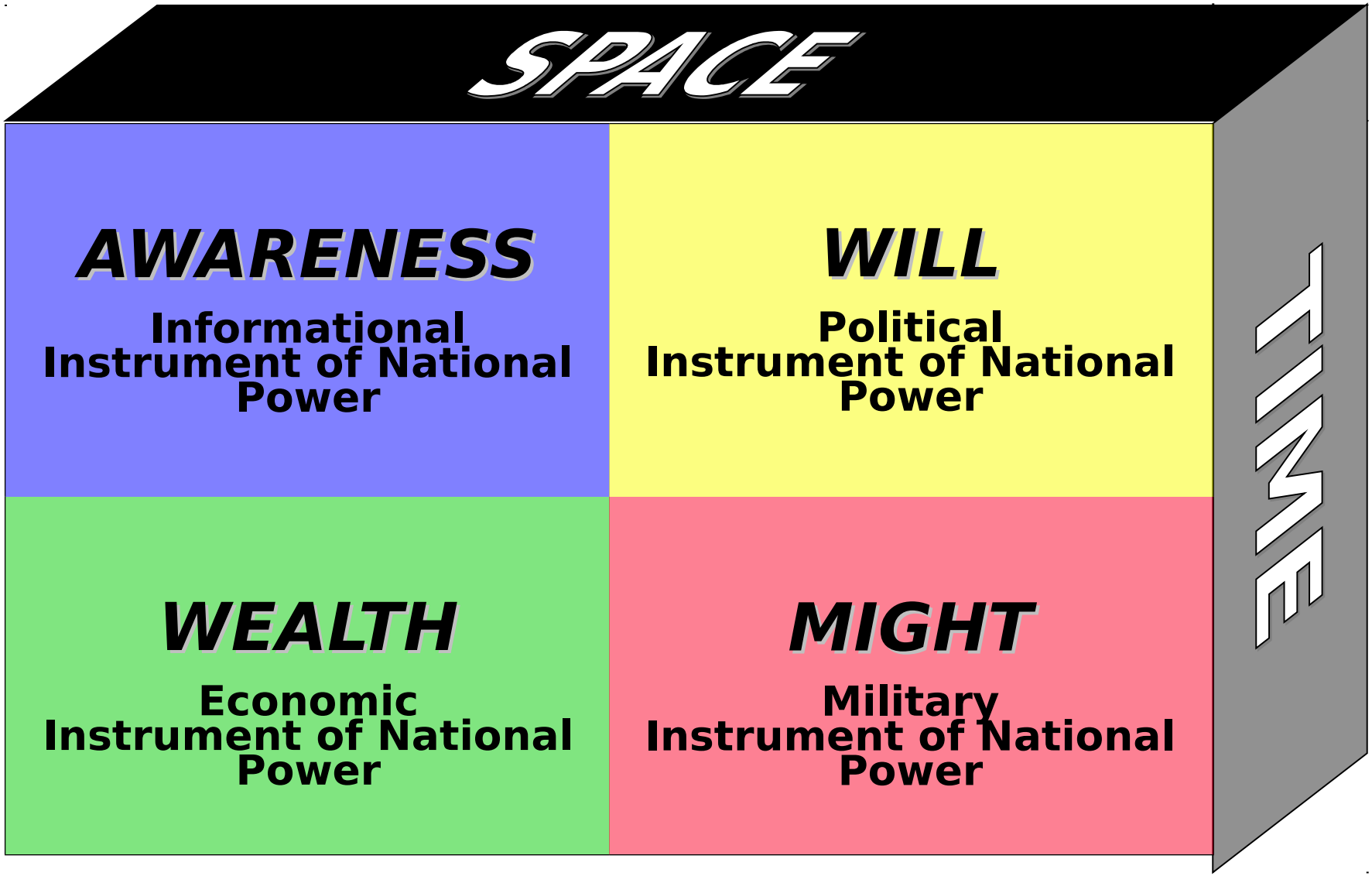
The human pursuit of increased *Freedom of Action* drives individuals and nations to war and lesser forms of competition.

1. ***Increase Capacity for Independent Action***
   - **Develop and advance**
   - **Stable and best case**
2. ***Survive on Own Terms***
   - **Preserve status quo welfare, freedom, security**
   - **Marginally stable**
3. ***Survive***
   - **Exist with diminished satisfaction and freedom**
   - **Unstable**

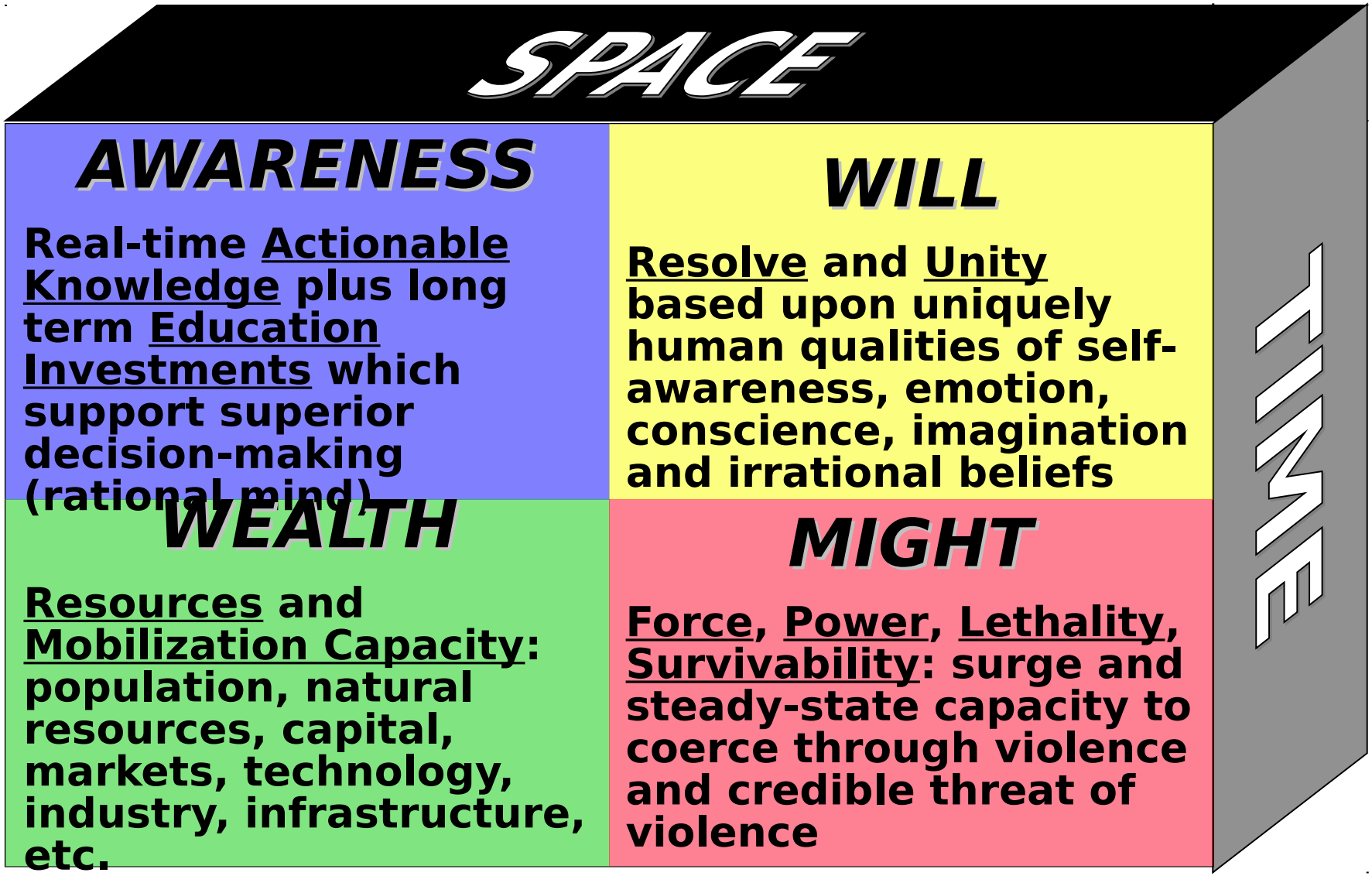
How Do We Compete?

Six Dimensions

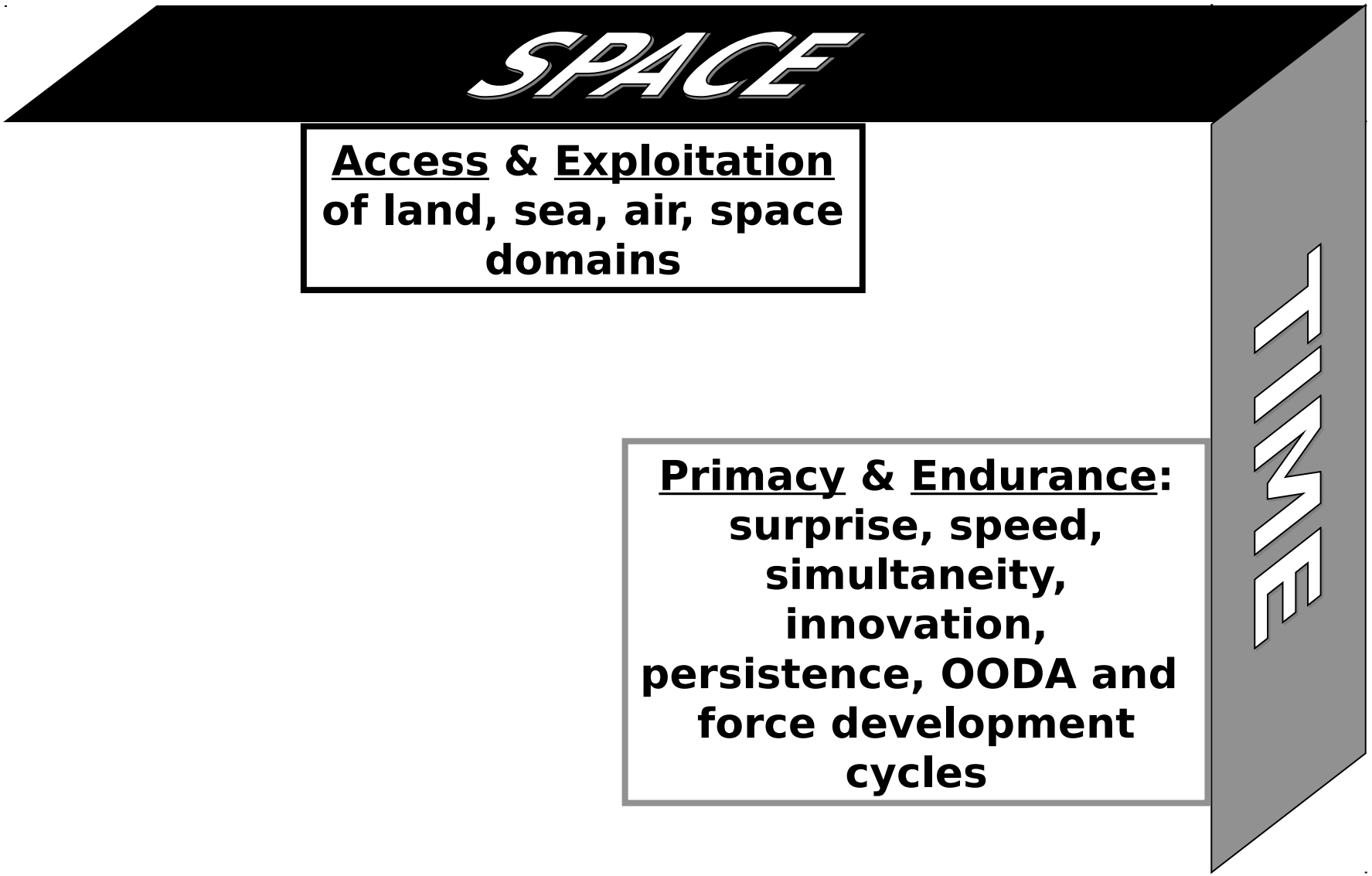
Competitive Dimensions



"DIME" Dimensions & Measures


SPACE
AWARENESS
Real-time Actionable Knowledge plus long term Education Investments which support superior decision-making (rational mind)
WILL
Resolve and Unity based upon uniquely human qualities of self-awareness, emotion, conscience, imagination and irrational beliefs
WEALTH
Resources and Mobilization Capacity: population, natural resources, capital, markets, technology, industry, infrastructure, etc.
MIGHT
Force, Power, Lethality, Survivability: surge and steady-state capacity to coerce through violence and credible threat of violence
TIME

Space & Time Dimensions & Measures



<u>Access</u> & <u>Exploitation</u> of land, sea, air, space domains

<u>Primacy</u> & <u>Endurance</u>: surprise, speed, simultaneity, innovation, persistence, OODA and force development cycles

Defeat (Success) Mechanisms

Each Dimension has a Defeat Mechanism:

The adversary is defeated when rendered impotent in one or more of the six dimensions.

- ***Space*** **- Lacks access and opportunity, or is imprisoned**
- ***Time*** **- Is outpaced, outlasted, is too slow to inflict or parry any blow**
- ***Wealth*** **- Lacks money, people, equipment, and sponsors**
- ***Awareness*** **- Is blind and deaf to his opponent, his environment, and himself**
- ***Will*** **- Refuses or lacks the collective support to act aggressively**
- ***Might*** **- Is overpowered, disabled, or dead**

Fires and Maneuver

How do we fight?

-By creating and destroying capabilities and advantage

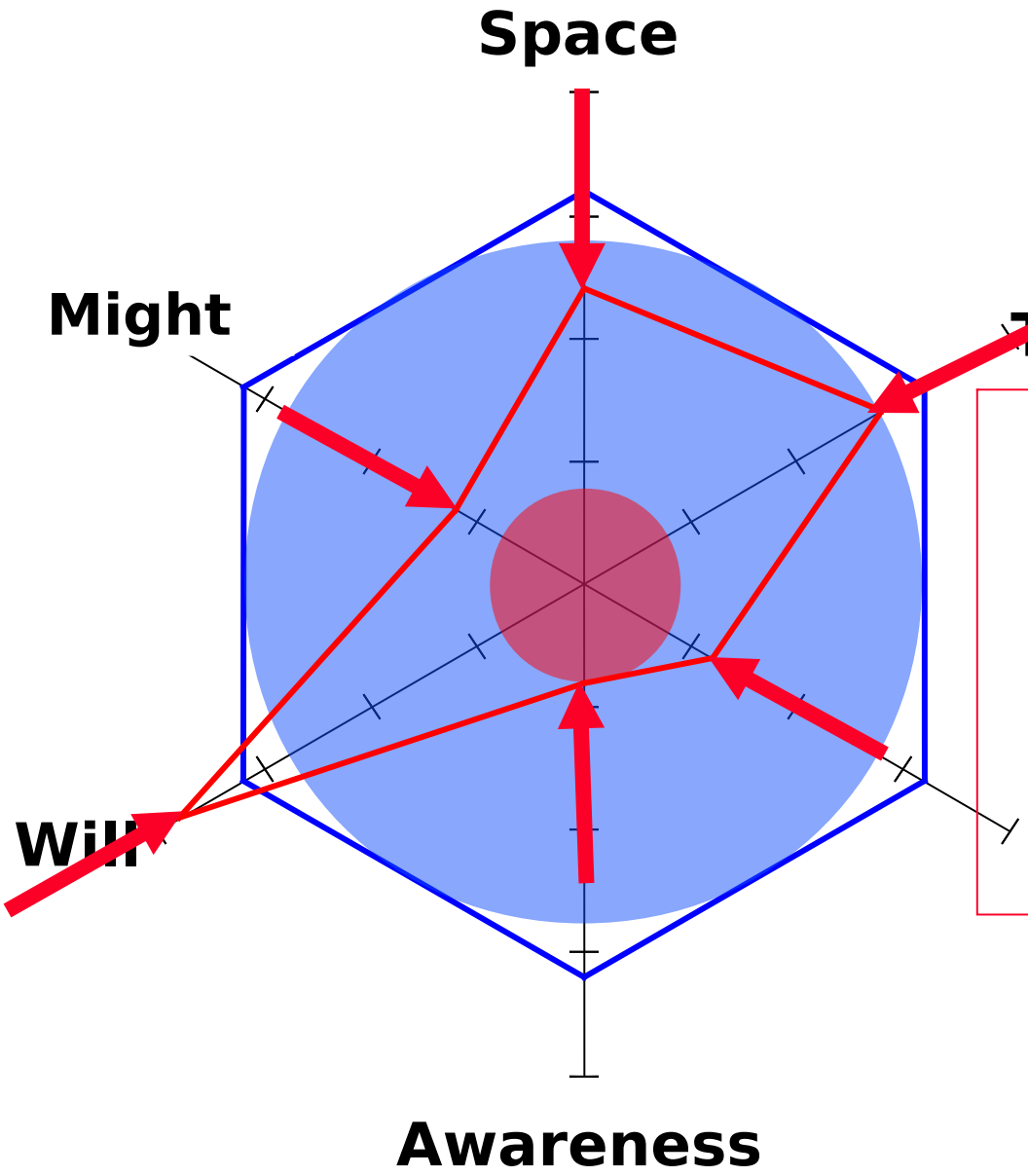
***Fires** (threat-based / external focus):*

Decreasing others' freedom of action by affecting their capabilities and manipulating their advantages in any competitive dimension.

***Maneuver** (capabilities-based / internal focus):*

Increasing friendly freedom of action by creating capabilities and generating advantage in any competitive dimension.

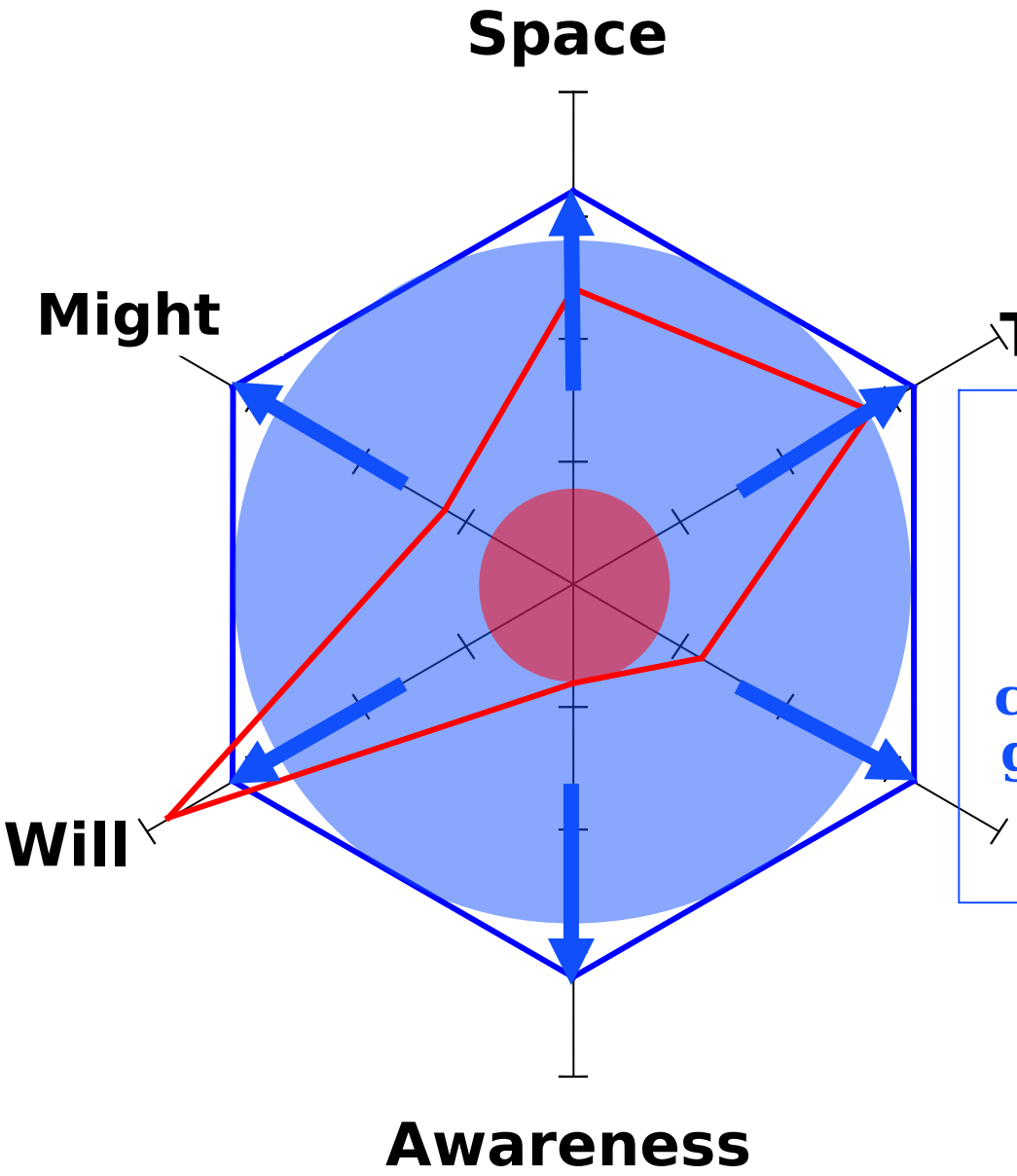
Fires



Fires:

Decreasing others' freedom of action by affecting their capabilities and manipulating their advantages in any competitive dimension.

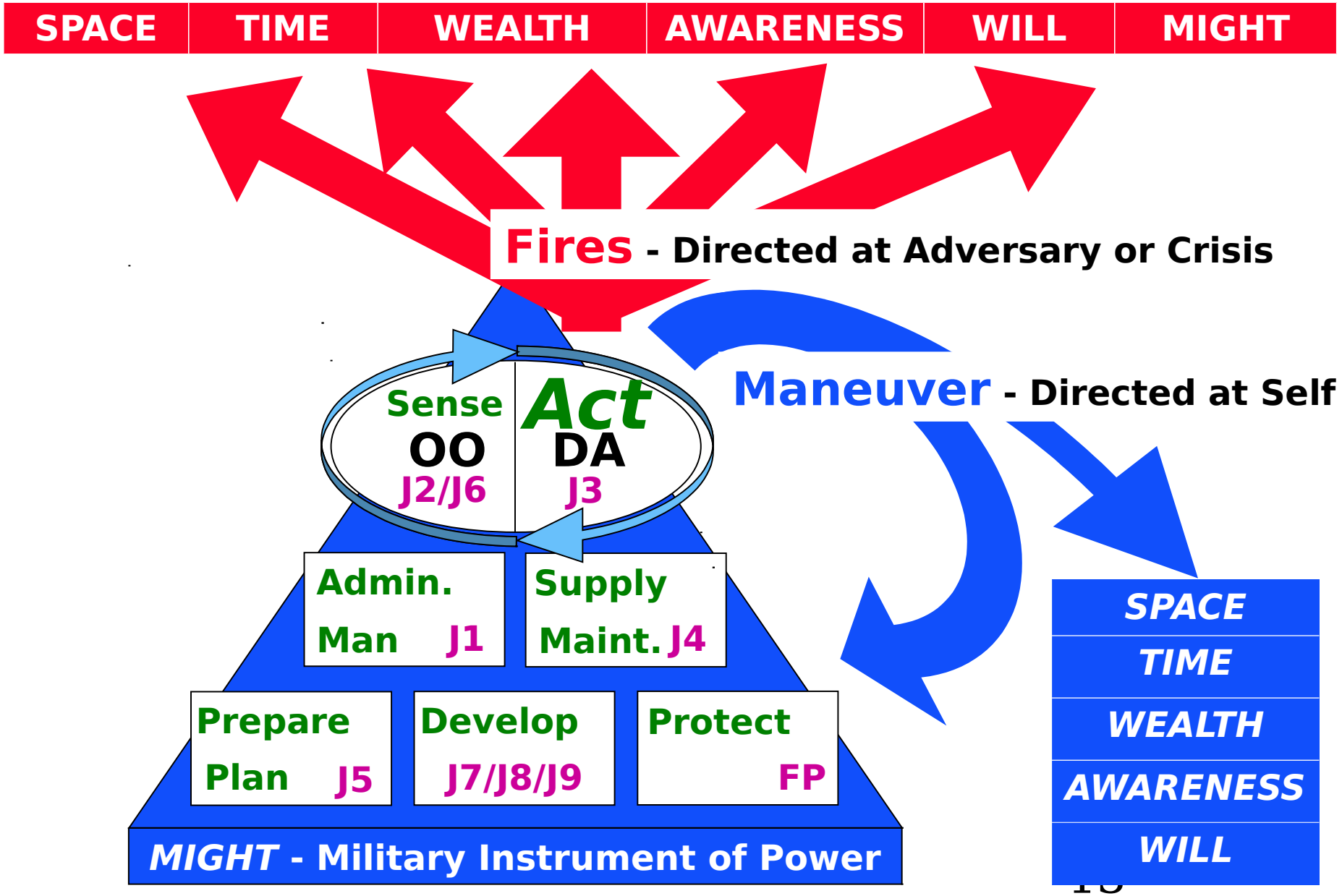
Maneuver



Maneuver:

Increasing friendly freedom of action by creating capabilities and generating advantage in any competitive dimension.

Strength Dimension



Information Age Principles of War & Peace

- **Knowledge-Enabled**
- **Legitimacy-Centric**

Evolution of the Principles of War

***Principle*: A fundamental truth, law, doctrine, or motivating force, upon which others are based. (Websters)**

Sun Tzu[1]	USSR[2]	UK/AUS[2]	USA[3]
• Harmony	• Mass & Correlation of Force	• Aim	• Objective
• Deception	• Economy / Sufficiency of Force	• Concentration of Force	• Mass
• Swiftness	• Preserve Combat Effectiveness	• Cooperation	• Unity of Command
• Fluidity	• Initiative	• Security	• Security
• Surprise	• Mobility	• Flexibility	• Maneuver
• Shock	• Tempo	• Offensive	• Offensive
• Dispersion / Concentration	• Surprise	• Economy of Effort	• Economy of force
• Cheng / Ch'I (symmetry / assymmetry	• Simultaneous Attack in Depth	• Surprise	• Surprise
(Dialectic)	• "Networking"	• Morale	• Simplicity

[1] *Art of War*

[2] *AFSC Pub 1,* 1997

[3] JP 3-0 / FM 100-5

A Knowledge-Enabled Continuum

20th Century

21st Century

Uncertainty / Fog of War

Actionable Knowledge

Awareness + Control

Current Principles

Simplistic and conflict with each other (i.e., Offensive vs. Security, Maneuver vs. Simplicity, etc.)

Expedients to fall back upon when lacking actionable knowledge of the battlespace or when C2 breaks down

Ideals to pursue when possessing actionable knowledge and the C2 agility to dynamically shift effort

Operating on a Knowledge Enabled Continuum

20th Century

Current Principles

Simplistic and conflict with each other (i.e., Offensive vs. Security, Maneuver vs. Simplicity, etc.)

21st Century

Battlespace Ignorance

Expedients to fall back upon when lacking actionable knowledge of the battlespace or when C2 breaks down

Awareness + Control

Actionable Knowledge

Ideals to pursue when possessing actionable knowledge and the C2 agility to dynamically shift effort

Principles of Legitimacy

Justice in Government:

- ***Consent of the governed*** **(Declaration of Independence)**

Justice in Warfare (Law of Armed Conflict):

- ***Discrimination, proportionality, minimized suffering*** **(*Jus in Bello*)**

  Information age demands transparency and a public *decision audit trail* to prove compliance

Stable Outcome:

- ***Status quo* is unstable state by definition in the information age.**
  - **Everyone wants their kids to do better than they did**
  - **"Conflict is not caused by poverty, but by development."- Robert Kaplan**
  - **A stable endstate must yield more freedom of action than the initial state for all parties (i.e., win-win)**

Definitions

Peace:

All degrees of competition short of violence.

War:

Lethal competition between populations.

Legitimacy:

The general support a government enjoys when its constituent population and neighboring states believe its actions sustain or increase their freedom of action. Governments that lose internal legitimacy face revolution, those that lose (or willingly sacrifice) external legitimacy face war.

National Security:

The sustained or increasing freedom of action for a nation's population secured by a legitimate and stable government

A Success Mechanism for Stability

Military Success – Victory:

increasing our freedom of action and reducing adversary freedom of action to a favorable balance which satisfies our government's political leadership (win-lose: temporary condition which can only be maintained by a continuing force advantage).

DIME Success – Stability:

Achieving an enduring, peaceful state where all parties are governed and believe they have greater freedom of action (are better off) than the status quo ante (win-win: ideal stable outcome requiring no maintenance by force).

Knowledge Enabled Principles of War

20th Century	Uncertainty / Fog of War	21st Century Actionable Awareness
Objective	**Objective:** Hard Endstate and Inflexible intermediate objectives, Fallback for anticipated C2 breakdown in battle	**Opportunity:** Hard Endstate, Soft Objectives, Create & Exploit unfolding options in real-time with agile C2
Unity of Command	**Positive Control:** Rigid layered vertical hierarchy, Compartmented decision authority, unilateral action	**Orchestration:** IA / MN / NGO collaboration, Self-Synchronization, Dispersed decision authority commensurate with awareness and ownership of forces
Maneuver / Simplicity	**Simplicity:** Concentration, Symmetry, Confrontation, Attrition, Deconflicted Arms, Episodic Pressure	**Complexity:** Dispersion, Asymmetry, Dislocation, Mobility, Integrated Arms Depth, Agility, Synergy, Continuous Pressure, Deception,
Offensive / Surprise/ Security/ Perseverance	**Reaction:** Adjusting, Adapting, Coping, Compensating, Constraints, Conservatively posturing forces for Security against unknown threats	**Initiative:** Primacy, Surprise, Anticipation, Innovation, Freedom, Aggressively posturing forces for Activity by only defending against actual threats
Economy of Force/ Mass	**Mass:** Applying a preponderance of resources to compensate for uncertainties and waste	**Efficiency:** Coherent & Precise application of optimum resources, Capitalizing on 1st/2nd/3rd-order effects
Legitimacy / Restraint (MOOTW)	**Force-Centric:** Application of overwhelming force, Tolerance of collateral damage, Clumsy, Not synced with other instruments of power, Focus on winning battle.	**Legitimacy-Centric:** Precise, Discriminate, Proportional application of force, Minimized suffering, Subtle, Synced with other instruments of power, Focus on shaping the peace.

Awareness + Control

JP 3-01 / JP-1 App B / FM 100-5

Indebted to R. R. Leonhard, *Priniciples of War for the Information Age, 1998*

Principles of Peace

Uncertainty / Fog of War

Actionable Awareness

Force-Centric:

- **Uncoordinated DIME actions**
- **Inflexible menu of military actions**
- **Overwhelming force**
- **Collateral damage /**

Increasing Knowledge + Control

Legitimacy-Centric:

- **Coherent DIME actions**
- **Flexible, responsive, adaptive menu of military actions**
- **Precise, discriminate, proportional force**

Principles of Transformation

Transformation Principles

For the JROC / Services to use to evaluate proposed Capability Requirements, Experimentation, Concept Development, DOTMLPF Changes, etc.
(Derived from QDR 01, DPG 04, TPG)

1. Supports winning the Global War on Terrorism

2. Promotes Joint, Interagency and Multinational Operations

3. Promotes revolutionary change and innovation

4. Protects US homeland and friendly forces and bases abroad from conventional and CBRNE attack

5. Increases the breadth and/or depth of our dominance of the spectrum of military capabilities, missions, and threats (fills in gaps or asymmetric vulnerabilities, is better than what we already have, can do more than just neutralize its symmetric counterpart in the competition space

6. Promotes shared battlespace awareness (inescapable surveillance, analysis, data fusion/filtering/distribution, information assurance, training, leadership & education)

Transformation Principles

7. Improves our ability to orchestrate military employment and exploit unfolding options in real-time (joint arms, networked JC4ISR, reach back, sensor-to-shooter targeting, adaptive C2, horizontal integration, distributed collaborative planning, cooperative detection/engagement, tailorable common picture, decision superiority, SJFHQ, JIACG, FMS, IMET)

8. Promotes legitimacy (Precision, discrimination, proportionality, minimized unnecessary suffering, automated ROE-compliance tools, combat ID, in-flight retarget/recall, non-lethal/non-kinetic, mission recorders, onboard sensors/BDA capability, public information, military diplomacy, IO, media engagement, etc.)

9. Has utility across a wide range of military operations (applicable to major combat operations, homeland defense, smaller-scale contingency operations, theater security cooperation, routine peacetime operations)

10. Promotes forward presence/deterrence (fast, persistent, advanced mobility, low logistic burden, bare base capable, all weather, assured access, immediate employability, theater security cooperation)

Transformation Principles

11. Counters Proliferation

12. Mitigates LD/HD

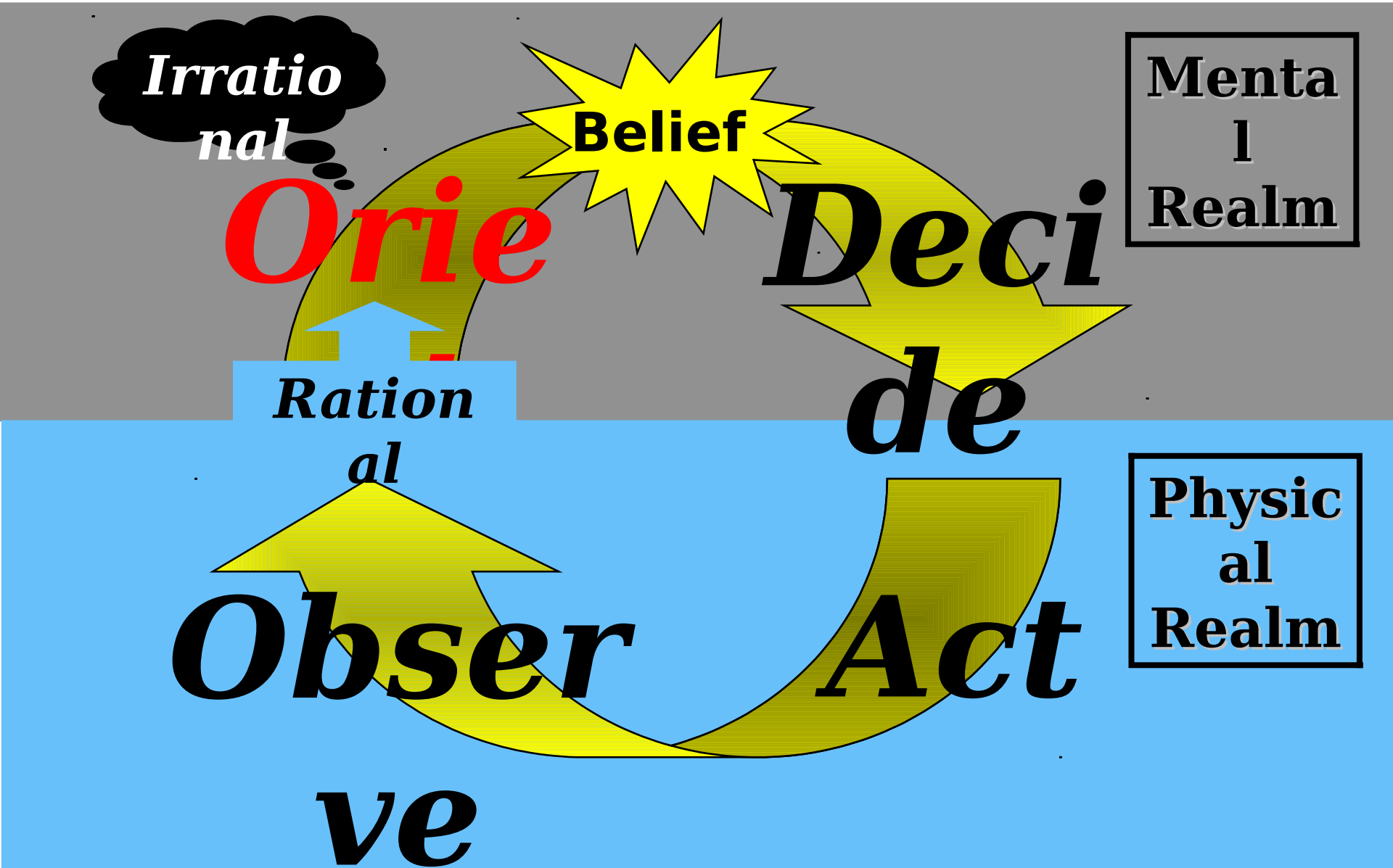
13. Increases tooth-to-tail ratio

14. Improves business practices

15. **Best choice among alternatives** (best operational performance balanced by risk and cost of new proposed solutions, or is an essential legacy item with no ready replacement)

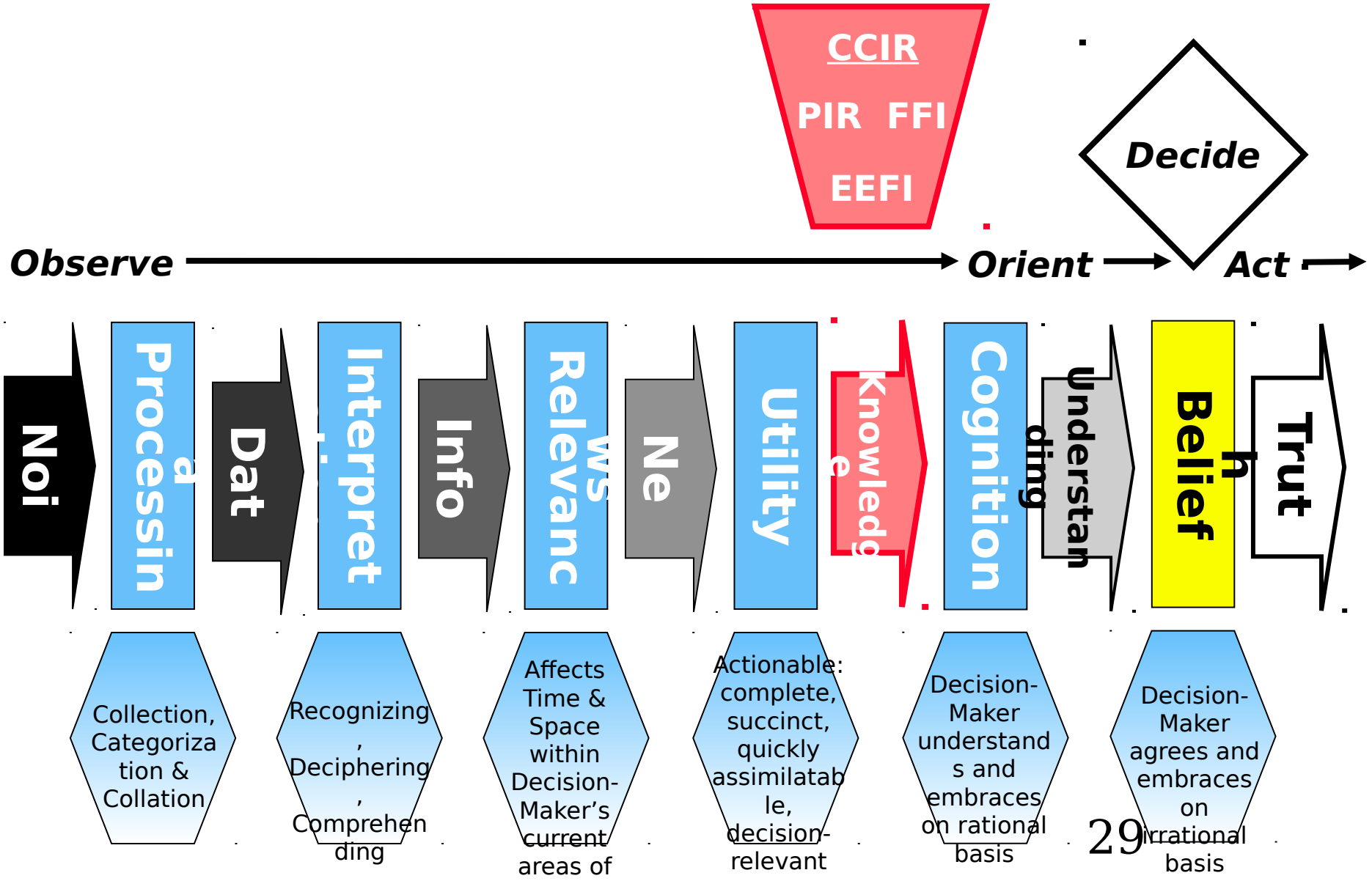
Sense-Making

Orientation (Sense-making)

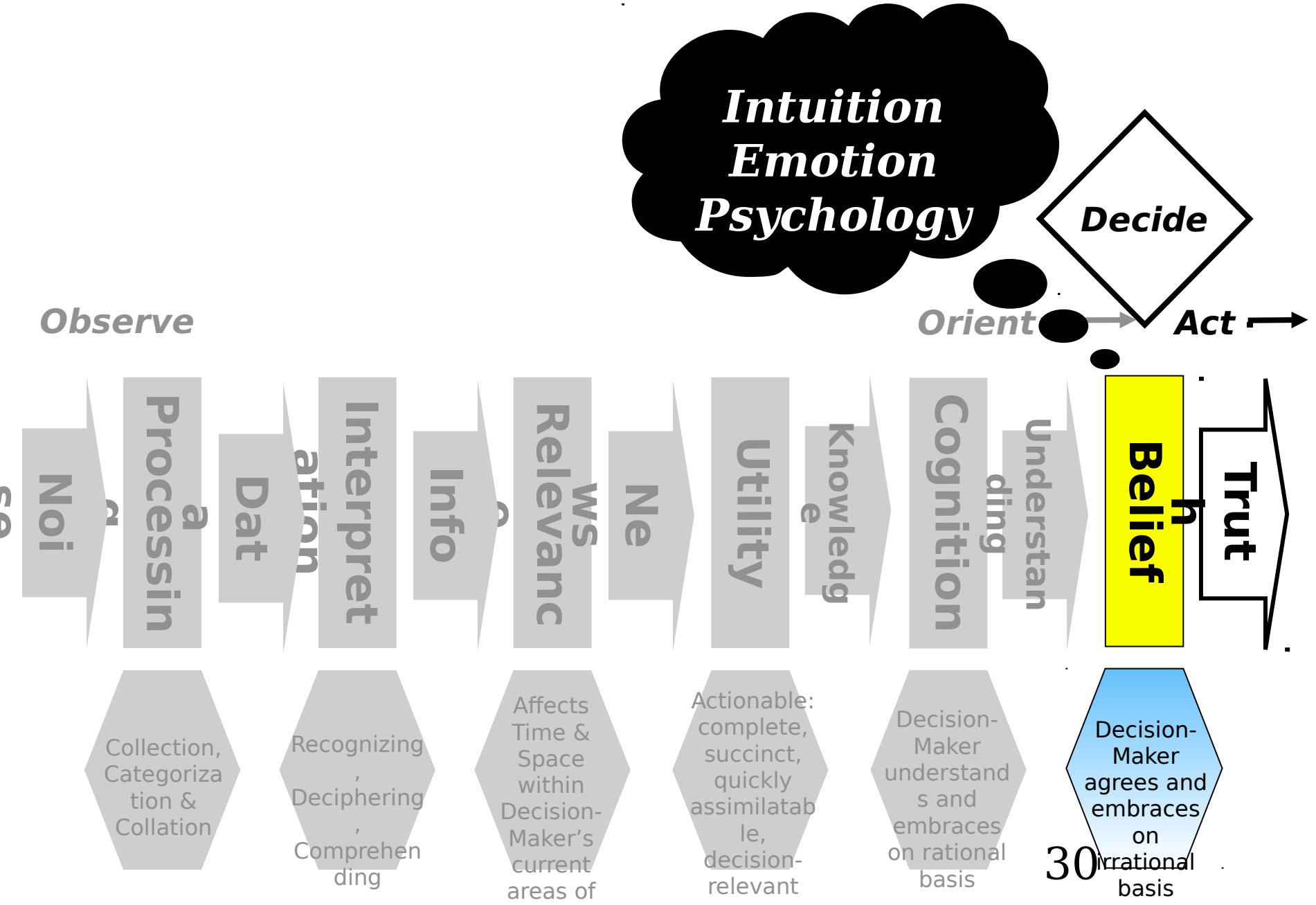


Rational Orientation

(Human Information Processing and Filtering)

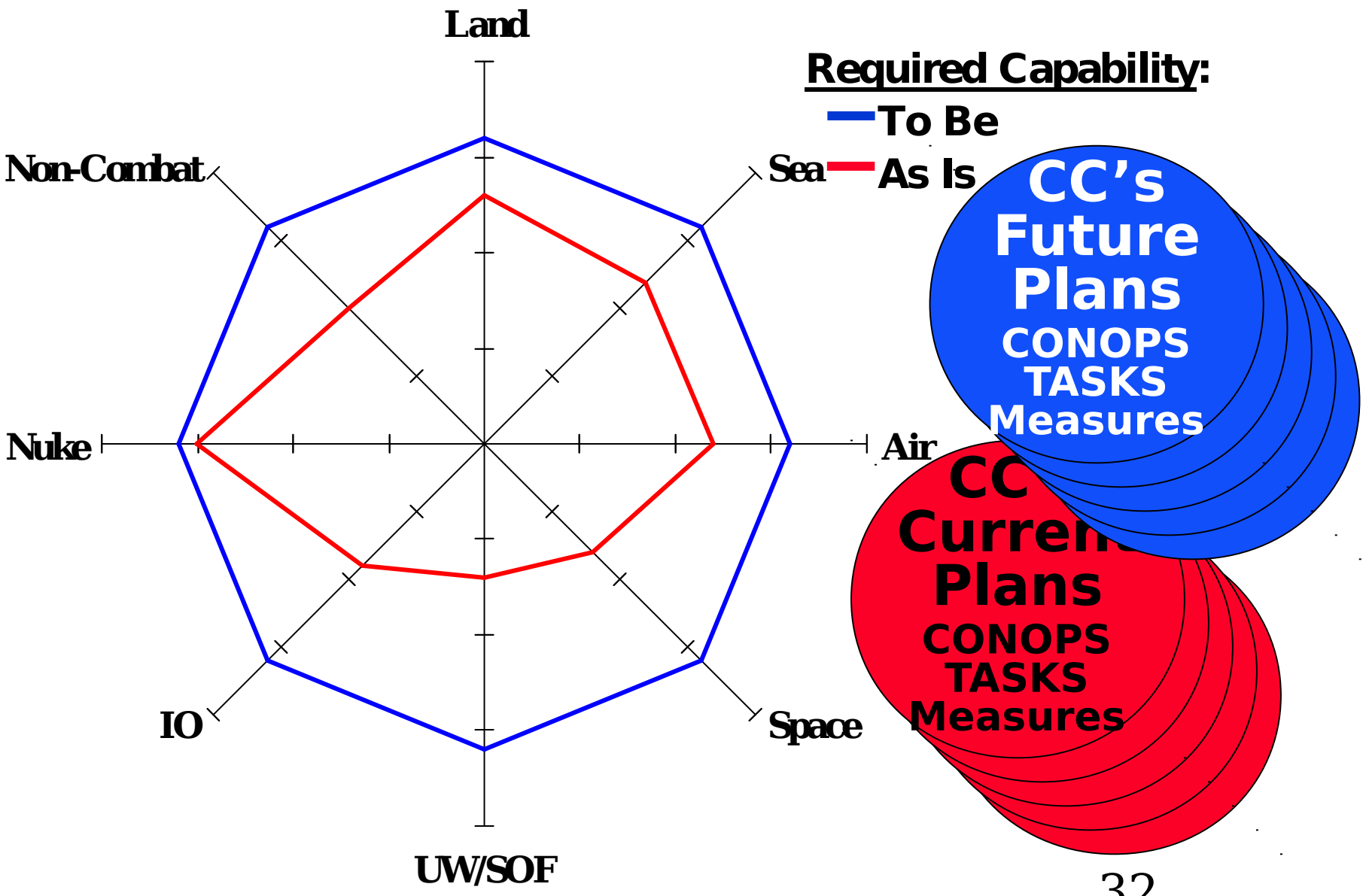


Irrational Orientation



For Further Refinement

Military Capability (*Strength* Dimension)



Proposed Definition

Coherent Joint Arms

The synergistic application of US joint military forces as an integral component of national power, in coordination with interagency, government and non-government organizations, the private sector, and multinational partners in efforts across all competitive dimensions to ensure and expand friendly freedom of action and limit the freedom of action of any adversary.